

SECTION IV

COURSE DESCRIPTIONS

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RESIDENT COURSES:

Course Title: ADP Contracting Course

Priority: Recommended, Priority 3: NAF Contracting Officer

Sponsor: U.S. General Services Administration
Interagency Training Center
Arlington, VA

Length: 1 week

Description: Course explains automated data processing (ADP) procurement procedures for equipment, software, supplies, and services, including a step-by-step discussion of ADP acquisition. Students learn to evaluate systems with regard to cost and other factors, calculate conversion costs; purchase from ADP schedules; and prepare the standard Request for Proposal (RFP).

Course Title: Airline Computer Reservation System (CRS) Course

Priority: Mandatory, Priority 2: Leisure Travel Manager

Sponsor: Designated CRS Vendor/Regional Travel Contractors

Length: 1 week

Description: Provides introduction to the use of the Primary CRS used by the regional travel contractor to conduct business at the military installation. Provides Contracting Officer's Representatives (CORs) and Quality Assurance Evaluators (QAEs) instruction in how to conduct random sampling of transactions on a real-time or daily basis, instructs personnel on how to manipulate the CRS to compare fares, permits access to Passenger Name Records (PNRs) of leisure travelers to ensure the contractor is honoring the low cost fare guarantee.

Course Title: American Society of Travel Agents (ASTA) -
Correspondence Course

Priority: Recommended, Priority 3: Leisure Travel Manager

Sponsor: American Society of Travel Agents
Alexandria, VA

Length: Self-paced

Description: Provides a comprehensive background concerning the modern commercial travel industry, including transportation carriers and differences in booking and scheduling for customers; pricing methodologies currently employed including exceptions from normal published rates; laws, regulations, and binding tariffs; promotion and marketing as they are applied to the international, national, and local commercial travel markets.

Course Title: AMF Pinspotter Training School

Priority: Mandatory, Priority 2: Bowling Equipment Repairer

Sponsor: AMF Bowling, Inc.

Length: 1 week

Description: Provides students with a understanding for the 82-30, 82-70, and 82-90 pinspotters that includes preventive maintenance, record keeping, proper adjustments, schematic reading, parts replacement, and new employee training. Additionally, the course deals with machine wiring and switches.

Course Title: Army Community Service Management Course

Priority: Mandatory, Priority 2: New ACS Officer

Sponsor: U.S. Army Community and Family Support Center, CFS
Training Center, Falls Church, VA

Length: 2 weeks

Description: Acquaints students with the Army philosophy, policy, and procedure necessary to function effectively as a new Army Community Service Officer. Topics covered include APF personnel and volunteer management, APF financial management, APF procurement, internal administration, marketing of social service programs, program planning, volunteer management, team building, project planning, and mobilization planning.

Course Title: Army Installation Management

Priority: Recommended, Priority 3: Managers

Sponsor: U.S. Army Logistics Management College,
Fort Lee, VA

Length: 3 weeks

Description: Provides intense study of the installation management process. Examines organizational structure and functional areas of responsibility. Focuses on organization and functions; command and control; financial; morale, welfare, and recreation; manpower and force; facilities management; management information systems; materiel support; and personnel services. Special attention is given to current philosophies and trends/challenges facing the installation manager.

Course Title: Army Management Staff College

Priority: Competitive Development: Key MWR Managers

Sponsor: Army Management Staff College, Fort Belvoir, VA

Length: 14 weeks

Description: Instructs Army leaders in functional relationships, philosophies, and systems relevant to the sustaining base environment. The sustaining base environment includes Army functions such as resource management, personnel management, logistics management, and installation management and includes TDA organizations such as installation, major headquarters, depots, research and development center, and medical centers both in CONUS and overseas.

The AMSC curriculum emphasizes development of a broad-based perspective on how the Army runs.

Course Title: Bowling Managers' Training Course

Priority: Mandatory, Priority 2: Bowling Managers

Sponsor: U.S. Army Community and Family Support Center, CFS
Training Center, Falls Church, VA

Length: 2 weeks

Prerequisite: Community and Family Support Management Course

Description: Course is designed to enhance the program knowledge of bowling center managers and improve their ability to operate in an increasingly competitive environment. Students will also be introduced to new technical

advances and have the opportunity to examine state-of-the-art equipment. Specific areas include internal controls, operating standards, financial and personnel management, safety, resale operations, marketing, advertising, and promotion.

Course Title: Brunswick Maintenance School

Priority: Mandatory, Priority 2: Bowling Equipment Repairer

Sponsor: Brunswick Bowling and Billiards Corp., Muskegon, IL

Length: 5 days to 2 weeks depending on equipment

Description: Brunswick's Maintenance School offers courses on A-2 and GS-10 and the AS-K, Source Control and Command Network automatic scorers and BowlerVision.

Classes stress preventive maintenance that reduces repair costs and equipment downtime. Each course is a blend of theory and hands-on training; ideal for service or maintenance person.

Course Title: Budget Analysis Workshop

Sponsor: OPM, Regional Training Centers

Length: 3 days

Description: Develops workload efficiency and effectiveness measures for a typical federal program, identifies strengths and weaknesses of budget justifications, conducts a mid-fiscal year financial review, and comments on the financial implications of audit findings.

Course Title: Budget Execution

Sponsor: OPM, Regional Training Centers

Length: 1 week

Description: Covers "reformulation" of spending plans based on the appropriation bill as passed by Congress. Topics cover sequence of events in budget execution; improvements, recissions, and deferrals; reporting on budget execution; Anti-deficiency Act; reprogramming of funds; decision-making in budget execution; following OMB Cir A-34; and writing a budget execution plan.

Course Title: Budget Formulation

Sponsor: OPM, Regional Training Centers

Length: 1 week

Description: Teaches students to use proper budget terminology to describe how a federal agency develops its budget submission, calculate from raw data the number needed for a budget submission, complete budget schedules in tune with OMB Cir A-11, and rework budget schedules to keep current with Presidential directives.

Course Title: Budget Presentation and Justification

Priority: Mandatory, Priority 2: Financial Management Managers

Sponsor: OPM, Regional Training Centers

Length: 1 week

Description: Presents justifications, assembling of technical support for presentation, advocate funding, and personnel resource requirements to Congress.

Course Title: Child Development Center Director's Course

Priority: Mandatory, Priority 2: CDC Director

Sponsor: U.S. Army Community and Family Support Center, CFS Training Center, Falls Church, VA

Length: 2 weeks

Prerequisite: Community and Family Support Management Course

Description: Course focuses on CDS regulatory requirements, Army specific child care issues, personnel and staffing, and abuse/neglect. Other topics addressed include records management (child records, individual education plans, internal controls, etc.), assessment of the development program, and working with other installation program components.

Course Title: Child Development Services Education Program

Specialist Course

Priority: Mandatory, Priority 2: CDS Education Program Specialist

Sponsor: U.S. Army Community and Family Support Center, CFS Training Center, Falls Church, VA

Length: 1 week

Description: Course focuses on development of skills necessary to fulfill the responsibilities of Education Program Specialist, a mandatory position by the Military Child Care Act (MCCA). Primary subjects include job responsibilities and duties, regulatory requirements, child growth and development, developmentally appropriate practices for young children, training techniques, adult learning styles, team building, Child Development Associate (CDA) Advisor and Representative training, and time management.

Course Title: Club Management Operations Course

Priority: Mandatory, Priority 2: Club Managers

Sponsor: U.S. Army Community and Family Support Center, CFS
Training Center, Falls Church, VA

Length: 4 weeks

Prerequisite: Community and Family Support Management Course

Description: Course focuses on military club managers, its strength is in the fact that it emphasizes the successful business practices of similar activities in the civilian sector and demonstrates how they can be applied to situations within the military environment.

Course Title: Community and Family Support Management Course

Priority: Mandatory, Priority 2: New MWR Managers, NAF
Management Trainees, and APF Interns

Sponsor: U.S. Army Community and Family Support Center,
CFS Training Center, Falls Church, VA

Length: 3 weeks

Description: Acquaints students with the Army philosophy, policy, and procedure necessary to function effectively as a new community and family support activity manager. Topics covered include APF/NAF personnel management, APF/NAF financial management/analysis, APF/NAF procurement, internal controls, marketing, ethics, APF/NAF 5-year Plan, tort, liabilities and insurance, communications, operations, and standards.

Course Title: Construction Contracts (\$100K) Course

Priority: Recommended, Priority 3: NAF Contracting Officer

Sponsor: U.S. Army Community and Family Support Center, CFS
Training Center, Falls Church, VA

Length: 1 week

Prerequisite: Nonappropriated Fund Contracting Course (Advanced)
Nonappropriated Fund Contracting Course (Basic)

Description: Course emphasizes steps in the construction contract process from the initial planning stages, through the specifications development, award and modification, to the administration of the contract. Students will learn how to critique performance and payment bonds, conduct pre-construction conferences, review payroll records for labor law compliance, approve invoices for progress payments, determine the level of inspection that is needed, and determine appropriate remedies to correct poor performance. Graduates of this group of \$100k may be awarded a NAF Contracting Officer's Warrant (\$100,000). Course meets all requirements for the equivalent APF contracting warrant.

Course Title: Contract Administration (\$100K) Course

Priority: Mandatory, Priority 2: NAF Contracting Officer

Sponsor: U.S. Army Community and Family Support Center, CFS
Training Center, Falls Church, VA

Length: 1 week

Prerequisite: Nonappropriated Fund Contracting Course (Advanced)
Nonappropriated Fund Contracting Course (Basic)

Description: Provides students with an in-depth understanding of contract administration from postaward conferences through contract closeouts. Major topics include authority and responsibilities of the contracting officer; general rules for interpreting specifications and statement of work; day-to-day contract administration (contract files, quality assurance, work planning and measuring, monitoring labor compliance, etc.); contract modifications (exercising options using the changes clause, change orders, and documentation, etc.); remedies and terminations (nonconforming supplies or services, liquidated damages, warranties and guarantees, fraud, gross mistakes, and latent defects, etc.); claims, disputes, and appeals; government remedies for false claims; and contract closeout. Graduates of this course may be awarded a NAF Contracting Officer's Warrant (\$100,000). Course meets all requirements for the equivalent APF contracting warrant.

Course Title: Contract Law (\$100K) Course

Priority: Mandatory, Priority 2: NAF Contracting Officer

Sponsor: U.S. Army Community and Family Support Center, CFS
Training Center, Falls Church, VA

Length: 1 week

Prerequisite: Nonappropriated Fund Contracting Course (Advanced)
Nonappropriated Fund Contracting Course (Basic)

Description: Provides students with a full range of legal issues that frequently arise in federal contracting and sets out the principles that must be understood to ensure that all contracting actions are in accord with the law, regulations, and legal precedents. Major topics include, general principles of government contract law, funding of federal contracts; contract formation issues; challenges by unsuccessful offerors or bidders; socioeconomic policies; postaward legal considerations; legal concerns in terminations; and other legal considerations. Emphasis is placed on actual cases from the Comptroller General, the Boards, and the Courts to illustrate the principles covered. Graduates of this course may be awarded a NAF Contracting Officer's Warrant (\$100,000). Course meets all requirements for the equivalent APF contracting warrant.

Course Title: Contract Negotiation (\$100K) Course

Priority: Mandatory, Priority 2: NAF Contracting Officer
and Information Services Officer

Sponsor: U.S. Army Community and Family Support Center, CFS
Training Center, Falls Church, VA

Length: 1 week

Prerequisite: Nonappropriated Fund Contracting Course (Advanced)
Nonappropriated Fund Contracting Course (Basic)

Description: Provides students with knowledge of the steps involved in contracting by negotiation in accordance with the FAR. Major topics include the negotiated contracting process (issues and responsibilities, source of authority, avoiding conflicts of interest, etc.); special consideration (approvals for using other than full and open competition, etc.); the pre-solicitation process (advance and individual acquisition plans, purchase request purpose and content, analyzing the requirements, etc.); the solicitation phase (types of determinations and findings, small business set-aside, publicizing the procurement, etc.); the evaluation and negotiation phase (roles of the contracting officer and program officials, conducting technical evaluations, establishing pre-negotiation objectives, use of audits, etc.); and the selection and award phase (basis for selection, conducting pre-award surveys, making award decisions, etc.). Graduates of this course may be awarded a NAF Contracting Officer's Warrant (\$100,000). Course meets all requirements for the equivalent APF contracting warrant.

Course Title: Contracting for Architect/Engineer Services Course

Priority: Recommended, Priority 3: NAF Contracting Officer

Sponsor: U.S. General Services Administration
Interagency Training Center
Arlington, VA

Length: 1 week

Description: Provides contracting officers involved in contracting for A/E services a focus on the concepts about A/E services acquisitions and on the application of the "traditional" Federal Acquisition Rule, outlined in FAR 15.6 and Subpart 36.6 versus major provisions of the Brooks Act. Explanation of the Act's noncompetitive pricing process and the truth in negotiations requirements is provided. Other topics include the independent estimate and the government's contractual right to order redesign at no cost for overdesign and for uncompensated redesign and other damages for A/E errors and deficiencies in contract performance are addressed. Students also learn to evaluate a contractor's professional qualifications and biographical information supplied in Standard Forms 254 and 255 (the "A/E and Related Services Questionnaire" and the "Questionnaire for a Specific Project," respectively).

Course Title: Contracting for Services Course

Priority: Recommended, Priority 3: NAF Contracting Officer

Sponsor: U.S. General Services Administration
Interagency Training Center
Arlington, VA

Length: 1 week

Description: Course provides an overview of the unique characteristics of commercial, nonpersonal, and consulting service contracts and the regulatory requirements governing them. Students gain a broad understanding of the Service Contract Act, other key labor laws, and government policies and the way these laws and policies affect service contract administration. The importance of a sound work description; source selection criteria and evaluation methods, and service contract administration; ethical standards of conduct in the source selection and service acquisition process; and procedures to reduce the possibility of unethical practices are reviewed. Steps to prepare a performance-oriented work statement and a solicitation of services are covered.

Course Title: Cost and Price Analysis (\$100K) Course

Priority: Mandatory, Priority 2: NAF Contracting Officer

Sponsor: U.S. Army Community and Family Support Center,
CFS Training Center, Falls Church, VA

Length: 1 week

Prerequisite: Nonappropriated Fund Contracting Course (Advanced)
Nonappropriated Fund Contracting Course (Basic)

Description: Provides students with an in-depth understanding of either establishing or modifying the price or cost of a government contract. Course topics include contract pricing (legislative and regulatory requirements, types and extent of pricing, etc.); contractor cost estimating (accounting principles and cost accounting systems, estimating strategies, cost-volume-profit analysis, etc.); price analysis (applications and limitations, conducting market research, estimating value, determining "fair and reasonable" etc.); cost analysis (cost principles, cost and pricing data requirements, cost analysis techniques, establishing cost objectives, etc.); profit analysis; contract price negotiation; and pricing problems after contract award. Graduates of this course may be awarded a NAF Contracting Officer's Warrant (\$100,000). Course meets all requirements for the equivalent APF contracting warrant.

Course Title: Defense Small Purchase

Sponsor: U.S. Army Logistics Management College,
Fort Lee, VA

Length: 1 week

Description: Provides a detailed study of small purchase procedures as outlined in the Federal Acquisition Regulation (FAR) and the DoD Federal Acquisition Regulation Supplement (DFARS). It provides a general survey of the basic statutes and authorities governing small purchases.

**Course Title: Developing Work Statements for Negotiated
Procurement**

Priority: Mandatory, Priority 2: NAF Contracting Specialist

Sponsor: U.S. General Services Administration
Interagency Training Center
Arlington, VA

Length: 1 week

Description: Course focuses on the function of the work statement and the methods to write clear, concise work statements for negotiated procurements with specifications that reflect procurement objectives. Students learn technical principles and techniques and analysis of the job requirements.

Course Title: Director of Personnel and Community Activities Course

Priority: Mandatory, Priority 2: Director, Personnel and Community Activities/Director, Community Activities

Sponsor: U.S. Army Community and Family Support Center, CFS Training Center, Falls Church, VA

Length: 3.5 weeks

Description: This course is structured in two phases. Phase I is designed for students with limited MWR experience and focuses on basic MWR program policies and procedures. Phase II is designed for experienced MWR professionals and explores the MWR environment in depth, focusing on long-range planning, financial management, program evaluation, and developing a vision for the future.

Course Title: Division Chiefs' (MWR) Course

Priority: Mandatory, Priority 2: Family Support Chief

Sponsor: U.S. Army Community and Family Support Center, CFS Training Center, Falls Church, VA

Length: 3 weeks

Prerequisite: Community and Family Support Management Course

Description: Course focuses on development of Family Support Chief's program management skills as well as skills in leading and managing people and planning. Primary subject areas include leadership and its implications for followers, human relationships and communication, personnel and performance management, marketing concepts, group dynamics, use of power and influence in the organization, vision and planning, financial management and analysis, customer service, and time management.

Course Title: Effective Army Writing

Priority: Recommended, Priority 3: All

Sponsor: Local CPO/on site

Length: 1 week

Description: A study of the principles and procedures of effective writing and their application to military communications and the staff study.

Course Title: Effective Briefing Techniques/Presentation Methods

Sponsor: OPM, Regional Training Centers

Length: 1 week

Description: Provides ideas on how to prepare and present ideas more productively in less time and with better success. Uses video tape, lectures, role playing, films, and discussions to emphasize techniques of effective oral presentations.

Course Title: Exceptional Family Member Program Manager's Course

Sponsor: U.S. Army Community and Family Support Center

Length: 1 week

Description: Instructs students on how to develop and implement the Exceptional Family Member Program (EFMP) as prescribed in AR 608-75. Topics covered include managing your program; EFMP manager's job; time management; staff recruitment, training, and supervision; information and referral; families as advocates; establishing exceptional family support groups; sharing information about rights and responsibilities under public laws; the special education cycle; family-find activities; respite care; and recreational and cultural programs.

Course Title: Executive Seminar in Acquisition
Priority: Recommended, Priority 3: NAF Contracting Officer
Sponsor: U.S. General Services Administration
Interagency Training Center
Arlington, VA
Length: 1 week
Description: Workshop provides senior contract managers with oversight responsibility for federal acquisition an opportunity to learn about the historical environment that has shaped the federal procurement process, and discuss with peers the current acquisition environment and relevant issues. Executives will identify principal problems in federal acquisition and discuss possible solutions.

Course Title: Family Advocacy Command Assistance Team Course
Priority: Recommended, Priority 3: Family Advocacy Program
Manager
Sponsor: Health Science Academy
Fort Sam Houston, TX
Length: 3 days
Description: Provides selected service resprentatives an overview of how to manage multiple victims' cases that occur in out-of-home settings.

Course Title: Family Advocacy Staff Training Course

Priority: Recommended, Priority 3: Family Advocacy Program
Manager and Youth Services Director

Sponsor: Health Science Academy
Fort Sam Houston, TX

Length: 2 weeks

Description: Course covers basic information on roles and responsibilities, dynamics of child and spouse abuse, and other topics related to operations of the family advocacy program.

Course Title: Family Advocacy Staff Training - Advanced Course

Priority: Recommended, Priority 3: Family Advocacy Program
Manager

Sponsor: Health Science Academy
Fort Sam Houston, TX

Length: 1 week

Description: A series of 1 week courses providing training on specific topic areas: management of multiple victim cases that occur in out-of-home settings, child sexual abuse, clinical intervention, and prevention.

**Course Title: Family Member Employment Assistance Program
Managers' Course**

Priority: Recommended, Priority 3: Family Member Employment
Assistance Program Managers

Sponsor: HQDA, Community and Family Support Center, Army
Community Service

Length: 1 week

Description: Instructs students on how to develop, implement, and maintain the Family Member Employment Assistance Program as prescribed in AR 608-1. Provides state-of-the-art instruction on improvements to program. Topics covered include current job market trends, current research data, marketing, budgeting, how to set up and deliver workshops and training, youth employment, and how to set up and deliver job fairs.

Course Title: Fast Food/Snack Bar Skills Course

Priority: Recommended, Priority 3: MWR Managers with snack
bar responsibilities

Sponsor: U.S. Army Community and Family Support Center, CFS
Training Center, Falls Church, VA

Length: 1 week

Prerequisite: Community and Family Support Management Course

Description: Course focuses on food operations that provide snack bar type menus, including short order and daily specials. Additional emphasis is on specific standardized recipes and work to meet specific standards in several areas including safe food handling and sanitation, deep fat frying, hot and cold sandwich preparation, pizza production, grilling, salad making, soups and convenience foods.

Course Title: Food and Beverage Management Course

Priority: Mandatory, Priority 2: MWR Managers with food and beverage responsibilities and Management Trainees

Sponsor: U.S. Army Community and Family Support Center, CFS Training Center, Falls Church, VA

Length: 3 weeks

Description: Provides hands-on training in front and back of the house operations. After completing classroom study, the students will prepare, garnish, and serve a variety of food and beverage menus. Emphasis is on quality products and services while maintaining profitability. Subjects include those covered in DA PAMS 230-5-2 and 230-5-3 as well as sanitation, safety, nutrition, protocol, ambience enhancement, and state-of-the-art equipment.

Course Title: Force Integration

Sponsor: Office of the Chief of Staff, Army, Management Directorate (DACS-DMC)(EAD)

Length: 1 week

Description: Knowledge of the critical elements of the force integration processes, functions, and interrelationships by which the Army runs.

Course Title: Golf Managers' Training Course

Priority: Mandatory, Priority 2: Golf Managers

Sponsor: U.S. Army Community and Family Support Center, CFS Training Center, Falls Church, VA

Length: 2 weeks

Prerequisite: Community and Family Support Management Course

Description: Course taught in conjunction with the Professional Golfers' Association (PGA). Instructional areas include financial management, purchasing/receiving, long-range market planning, grounds maintenance, food and beverage operations, patron and member relations, etc. The course provides an insight into successful and tested methods used in the civilian and public sectors.

Course Title: Information Resource Management Course

Priority: Priority 3: Specialist

Sponsor: U.S. Army Engineering College
Rock Island, IL

Length: 1 week

Description: Instructs attendees in the theory and emerging applications of information resource management (IRM); IRM and the federal law; the federal and DoD Information Resource Management Structures; the Army IM organization and how it interrelates with DoD offices such as the Office of Assistant Secretary of Defense for Command Control Communications and Intelligence and Defense Information Systems Agency (DISA); how DoD offices interact with federal officers such as the General Services Administration (GSA), Office of Management and Budget (OMB), the Army IRM Program (AIRMP); with the roles of the Director of Information for Command, Control, Communications, and Computers (DISC 4), Information Systems Command (ISC), and other MACOMs closely examined; the Information Mission Area (IMA), and its changing role in the AIRMP; and Army Information Architecture (AIE) methodology, planning for, and acquisition of IMA resources, and the effects of the Defense Management Report Decisions and Corporate Information Management (CIM). This course is designed for journeymen and first-line supervisors requiring a knowledge of how information plays a part in the successful accomplishment of the organization mission. Functional Information Management Officers (IMOs) will also benefit from the material presented. Participants should be GS-5/7 or above or a military equivalent.

Course Title: Intern Leadership Development Course (ILDC)

Priority: Mandatory, Priority 1: NAF Management Trainees and
APF Interns

Sponsor: Center For Army Leadership, Fort Leavenworth, KS **Length:**
1 week

Description: Introduces operational concepts and organizational structure of the Army; provides instruction in and application of leadership doctrine and competencies, including professional ethics, management technologies, planning, decision making, technical and tactical competencies, team development, teaching and counseling, supervision, and communications.

Course Title: Introduction to ADP

Sponsor: OPM, Regional Training Centers

Length: 1 week

Description: Covers application requirements, automated systems development, user-manager roles, information requirements analysis, and design of reports.

Course Title: Introduction to Contracting
Priority: Recommended, Priority 3: Entry NAF Contracting Information Services Officer
Sponsor: U.S. General Services Administration
Interagency Training Center
Arlington, VA 22215-0608
Length: 1 week
Description: Provides overview of the acquisition process and its goals, the functions and steps in the procurement process and the primary business issues related to each function, the elements of a contract, and the basic statutes and regulations that control contracting. Instruction explains the acquisition-related roles of the legislative, executive, and judicial branches of government, and the roles and responsibilities of contracting officers, other contracting personnel, requirements managers, contracting officer representatives, and other interested parties. Students are taught about standards of conduct that apply to the acquisition process.

Course Title: Introduction to Financial Management
Sponsor: OPM, Regional Training Centers
Length: 1 week
Description: Provides overview of functional areas of financial management, budgeting, accounting, internal control, and management services. Case materials give experience in summarizing, analyzing, and reporting financial results.

Course Title: Introduction to Program Evaluation
Sponsor: OPM, Regional Training Centers
Length: 1 week
Description: Presents methods for identifying pieces necessary in an evaluation, applying a systematic approach to evaluation and structuring an action plan, and identifying and applying appropriate data gathering and analysis techniques.

Course Title: Labor Negotiations Seminar
Priority: Mandatory, Priority 2: Senior MWR Managers
Sponsor: Civilian Personnel Training Center, Lancaster, PA
Length: 3 days
Description: A "hands-on" seminar that includes negotiation strategy and preparations, scope of bargaining, and the negotiation process. The major portion of the seminar is a mock negotiation session in which the students represent management against experienced union negotiators at the bargaining table.

Course Title: Labor Relations Symposium for Supervisors and Management Officials

Sponsor: OPM, Regional Training Centers

Length: 2 days

Description: Presents tough issues and compares participants' views. Analyzes current thinking of managers and top administrators in public sector labor relations. Discussion under guidance of staff of OPM, Federal Service Impasses Panel, universities, Federal Mediation and Conciliation Service, Federal Labor Relations Authority, arbitrators, and agency experts in labor management relations.

Course Title: Leadership Development Program - Center for Creative Leadership (CCL)

Priority: Mandatory, Priority 1: New NAF 6

Location: Center for Creative Leadership, Greensboro, NC

Length: 6 days

Description: To provide a forum in which to assess one's personal abilities and attitudes in order to increase effectiveness, productivity, and leadership skills; to increase the motivation and ability to set and achieve organizational and personal goals; to stimulate continuing personnel and career growth through self-directed development; to improve management skills; and build confidence in personal leadership strengths/style.

Course Title: Leadership Education and Development (LEAD)

Priority: Mandatory, Priority 1: New Supervisor

Sponsor: Center for Army Leadership, Fort Leavenworth, KS

Length: 1 week

Description: Provides instruction in and practical application of leadership doctrine and competencies, including professional ethics, counseling skills, communications, group development theory, team building, motivation, problem solving, and decision making.

Course Title: Management School

Priority: Mandatory, Priority 2: Supervisor, Bowling Equipment Repairer

Sponsor: Brunswick Bowling and Billiards Corp.
Muskegon, IL

Length: 6 days

Description: Combines experience in the bowling industry with modern management techniques in marketing, human relations, accounting, and planning. Topics also include Market Development, Physical Plant Maintenance, Financial Controls, Center Operation, Food and Beverage Management, Human Relations, and Strategic Planning.

Course Title: Manager Development Course-Correspondence

Priority: Mandatory, Priority 1: New Manager

Sponsor: Army Institute for Professional Development, U.S.
Army Training Center

Description: Provides instruction in understanding of organizational culture; time management techniques; internal management controls; problem solving; communications; Army Environmental Program; Planning, Programming, and Budgeting System; computer applications, understanding professional ethics; and equal employment opportunity.

Course Title: Military Financial Counselor Course

Priority: Priority 2: New and Senior Consumer
Affairs/Financial Assistance Program Manager

Sponsor: University of Georgia, Fort Benning, GA, and
Columbus, GA, Consumer Counseling Service

Length: 5 days

Description: Course is divided into workgroups; one each for beginner and advanced counselors. Beginner section acquaints new counselors with basic techniques in financial counseling, how to establish a financial and debt management program, problem solving, and consumer fraud. Advance section addresses financial planning, advance counseling techniques, stress management, retirement planning, consumer fraud, networking with other consumer and financial counseling agencies.

Course Title: Nonappropriated Fund Contracting Course (Advanced)

Priority: Mandatory, Priority 2: Entry NAF Contracting

Sponsor: U.S. Army Community and Family Support Center, CFS
Training Center, Falls Church, VA

Length: 2 weeks

Prerequisite: Nonappropriated Fund Contracting Course (Basic)

Description: Provides students with an in-depth understanding of contract elements, agency law, standards of conduct, and ratification procedures. Familiarizes students with solicitation and negotiation techniques, request for quotation and request for proposal processes, application of contracting pricing and analysis techniques, and the applicability of sealed bidding with respect to NAF procurement. Graduates of this course may be awarded a NAF Contracting Officer's Warrant (NTE \$25,000/\$50,000).

Course Title: Nonappropriated Fund Contracting Course (Basic)
Priority: Mandatory, Priority 2: Entry NAF Contracting and Marketing Specialist
Sponsor: U.S. Army Community and Family Support Center, CFS Training Center, Falls Church, VA
Length: 1 week
Description: Familiarizes the students with NAF Contracting policies, procedures, regulations, and proper use of correct forms. Students will gain an understanding of NAF acquisition responsibility and authority, distinguish the various types of methods, and understand the duties and responsibilities of all parties involved in the purchasing and contracting process. Graduates of this course may be awarded a NAF Contracting Officer's Warrant (NTE \$5,000).

Course Title: Operational School
Priority: Mandatory, Priority 2: Bowling Equipment Repairer
Sponsor: Brunswick Bowling and Billiards Corp. Muskegon IL
Length: 5 days
Description: Offers classes on the Command Network and BowlerVision systems. Courses are designed to establish an in-center "expert" who knows the features and benefits of the systems and can train employees on an on-going basis.

Course Title: Organizational Leadership for Executives (OLE)
Priority: Mandatory, Priority 2: New Manager
Sponsor: Center for Army Leadership, Fort Leavenworth, KS
Length: 2 weeks
Description: To identify, explain, and demonstrate the leadership skills required to perform at the key manager level. Assists managers in looking beyond daily activities to assessing and interpreting the external environment, the organization, the leadership process, the need for subordinate development at all levels, and the need for continuing self-development. Topics include developing strategies for organizational excellence, influencing subordinate performance, managing innovation and change, diagnosing systemic problems, and building excellence into the leadership team.

Course Title: Personnel Management for Executives (PME)
Priority: Mandatory, Priority 2: New Manager
Sponsor: Army Center for Civilian Human Resource Management, Regional Sites
Length: 1.3 weeks
Description: To stimulate managers to more effectively manage human resources and improve human resources skills through extensive use of case studies, workshops/work groups, and informal assessment. The course provides managers an opportunity to better understand currently held views, assumptions, values and behavior patterns and then to chose, if any, changes they need to make to improve management skills.

Course Title: Personnel Management for Executives II (PME II)
Priority: Recommended, Priority 3: Manager
Sponsor: Army Center for Civilian Human Resource Management, Regional Sites
Length: 1.3 weeks
Prerequisite: Must have attended of PME I at least 2 years prior to the date of PME II
Description: PME II explores the various dimensions of leadership and human resource management and reinforces and builds on the human relations skills developed in PME.

Course Title: Planning, Programming, Budgeting System, and Execution System (PPBES)

Priority: Recommended, Priority 3: Financial Management and Budget Analysts

Sponsor: U.S. Army Finance School, Fort Benjamin Harrison, IN

Length: 1.4 wks

Description: Provides training in resource management organization and functions, review and analysis, manpower management accounting, budgeting, and internal control. Students identify key documents and time sequences for PPBES, principles, rules and procedures for appropriated funds, fund flow from Congress to user, components of the Army's manpower management system, and apply obligation principles and rules.

Course Title: Relocation Assistance Manager's Course

Priority: Mandatory, Priority 2: Relocation Assistance Program Manager

Sponsor: Maxwell Air Force Base
Montgomery, AL

Length: 2 weeks

Description: Instructs students on how to develop and implement the Location Assistance Program as prescribed in 10 U.S.C. 1056 (f) and DODI 1338.19. Topics covered include mobility, history and theory; change management in the mobile military lifestyle; leadership; community resources and information; relocation automation; relocation assistance program manager's job; program evaluation and accountability; conducting briefings, education workshops, and training; relocation volunteer management; marketing and advertising; unit liaison; relocation assistance coordinating committee; contract management; customer service; client consultation; client action planning; client follow-up; services for waiting families; cultural adaptation and re-entry; policy and program trends.

Course Title: Resource Management Introductory

Sponsor: U.S. Army Finance School, Fort Benjamin
Harrison, IN

Length: 1 week

Description: Presents basic understanding of PPBES. Topics relate to resource management, organization and functions, and how the Army operates. Traces the flow and receipts of funds to the installation level and the purpose of funding allowance/authorization documents. Shows what a budget is, how it is used, and the functions of an activity chief in formulating and preparing an activity budget. Includes the basic features of STANFINS and its interfaces with other automated systems. Also includes management survey process, management analysis, fiscal integrity of government programs, internal controls, annual internal reviews, and the role of the resource manager in review and analysis of installation operations.

Course Title: Senior Service College - Army War College (AWC) -
Resident

Priority: Competitive Development: Senior MWR Managers

Location: Carlisle Barracks, PA

Length: 10 months

Description: Prepares selected military officers and civilians for senior leadership responsibilities in a strategic environment during peace and war. AWC studies the role of landpower, as part of a joint or combined force, in support of the U.S. national military strategy. The curriculum emphasizes theory, concepts, systems, and the national security decision-making process. The AWC teaches, through numerous case studies, exercises, and war games. The student seminar group is the fundamental learning vehicle at the school.

Course Title: Senior Service College - Army War College -
Corresponding Studies (AWCC)

Priority: Competitive Development: Senior MWR Managers

Location: Carlisle Barracks, PA

Length: 2 years

Description: Demands considerable dedication to study, requiring the conduct of critical analyses and the preparation of numerous papers on complex national security and defense issues. The AWCC Studies course curriculum closely parallels the AWC Resident course, and graduates are awarded the same diploma and receive the same Military Education Level designator on their records. The Correspondence Studies course participant meets course requirements through personal initiative and commitment on his/her own time, except for the 22 resident academic days required at midcourse and end-of-course periods. The corresponding students' academic requirements must be integrated with civilian professional requirements.

Course Title: Senior Service College - Industrial College of the Armed Forces (ICAF)

Priority: Competitive Development: Senior MWR Managers

Location: Fort Lesley J. McNair, Washington, DC

Length: 10 months

Description: Prepares selected military officers and civilians for senior leadership and staff positions by conducting executive-level courses of study and associated research dealing with the resource component of national power and its integration into national security strategy for peace and war. The curriculum focuses on, broad-based national security environment. The curriculum consists of courses presented in a case method, complemented by extensive student reading, written and oral presentations, classroom analysis, lectures by faculty members and prominent outside authorities, and a field study program.

Course Title: Senior Service College - National War College (NWC)

Priority: Competitive Development: Senior MWR Managers

Location: Fort Lesley J. McNair, Washington, DC

Length: 10 months

Description: Conducts senior-level instruction in national security strategy to prepare selected military officers and federal officials for high-level policy, command, and staff responsibilities. NWC focuses on national security policy and strategy with a joint multiservice perspective. The curriculum is designed to expand and deepen students' knowledge of national security matters and to sharpen their analytical skills.

Course Title: Strategic Planning

Priority: Recommended, Priority 3: Senior MWR Managers

Sponsor: U.S. Army Management Engineering College,
Rock Island, IL

Length: 3 days

Description: Presents conceptual overview of statistics. Illustrates the many and varied uses of statistics, principles, and methods of data collection, sampling, data analysis, management control systems, and pitfalls of statistics.

Course Title: Supervisor Development Course-Correspondence
Priority: Mandatory, Priority 1: New Supervisor
Sponsor: Local CPO on-site supplement. Course is also offered in computer-based format through Interact.
Length: 1 week
Description: Teaches new supervisors the personnel management knowledge necessary to function within their supervisory scope of responsibility. Subjects include job classification and position management, alcohol and drug prevention and control program, work scheduling and leave administration, recruitment and selection, training and career development, administration of discipline, grievances, recognition of employees, equal employment opportunity, sexual harassment, labor relations, and performance appraisals.

Course Title: Supplemental Program Services and Family Child Care Director's Course
Priority: Mandatory, Priority 2: Family Child Care System
Program Manager and Supplemental Programs and Services
Program Managers
Sponsor: U.S. Army Community and Family Support Center, CFS
Training Center, Falls Church, VA
Length: 2 weeks
Prerequisite: Community and Family Support Management Course
Description: Course focuses on basic management skills necessary to implement and manage Supplemental Program Services and Family Child Care Program on an installation. Emphasis is placed on organization, procedures, and regulatory requirements: fire, safety, health and nutrition; observation, interviewing, and feedback; financial and personnel management; central enrollment and referral; parent involvement and education; marketing, and communication.

Course Title: Total Quality Management for Executives
Priority: Recommended, Priority 3: Senior MWR Managers
Location: U.S. Army Management Engineering College,
Rock Island, IL
Length: 2 days
Description: This course is based upon the basic principles and objectives of TQM, as directed by the DoD. Topics include the DoD Total Quality Management Master Plan and other official guidance, the need for and awareness of quality improvement, discussion of the quality leaders, the cost of poor quality, organizing for TQM, culture change, setting long-range goals, and establishing strategies to achieve TQM objectives.

Course Title: Writing Effective Budget Justification
Priority: Recommended, Priority 3: Program Managers
Sponsor: Local CPO
Length: 3 days
Description: Shows how to organize budget information, emphasize program goals, and write the final product.

Course Title: Youth Coach's Certification Course
Priority: Mandatory, Priority 2: Youth Sports Program
Manager
Sponsor: National Youth Sports Coaches Association
Orlando, FL
Length: Self-paced
Description: Course focuses on basic fundamentals of understanding and coaching youth for a wide-range of sports and youth-age groups (6-18). Topics include sporting fundamentals relative to each sport and the characteristics of youth

relative to their age and the sport they are participating in. Other topics include sports certification, program delivery, and preparation requisites for coaching and working with youth.

Course Title: Youth Services Director's Course

Priority: Mandatory, Priority 2: Youth Services Director

Sponsor: U.S. Army Community and Family Support Center, CFS
Training Center, Falls Church, VA

Length: 2 weeks

Prerequisite: Community and Family Support Management Course

Description: Course focuses on Army-specific Youth Services Program issues, personnel and staffing, abuse/neglect, program planning, management of human and financial resources, and customer service.

CORRESPONDENCE COURSES:

Course Title: Accredited Financial Counseling Program -
Correspondence

Priority: Priority 1, Mandatory

Sponsor: Accredited Financial Counselor Program, The
Association for Financial Counseling and Planning
Association, Box 41162, Texas Tech University,
Lubbock, TX 79409-1162

Length: Self-Pace (Normally completed in 1 year time
frame or shorter).

Description: Accreditation program designed to certify military financial counselors and financial educators. Accreditation process requires the completion of two courses; a course in personal finance and a course in financial counseling. At completion of each course candidate must take a written exam.

Personal Finance course includes an in-depth analysis of financial services, cash management, insurance, investments, retirement and estate planning. Financial Counseling course covers counseling concepts, budgeting, debt reduction, collection policies and practices, bankruptcy, and government assistance programs.

Course Title: Alcohol and Drug Abuse Prevention and Control
The Army Institute for Professional Development
Training Support Center,
Newport News, VA

Sponsor:
U.S. Army

Course Number: IS1261 (IS0238)

Description: This course is designed to acquaint the individual with the Department of Defense (DoD) and Department of the Army (DA) policies and programs for drug and alcohol abuse. The scope includes policy, philosophy, prevention, identification, referral, screening, rehabilitation, and legal aspects of drug and alcohol abuse prevention. It provides information on abused drugs, who abuses them, and approaches for drug abuse prevention and control programs.

Course Title: Analyzing NAF Financial Statements

Priority: Mandatory, Priority 2: Financial Management and
Budget Analyst

Sponsor: U.S. Army Soldier Support Institute Finance
School, Fort Benjamin Harrison, IN

Course Number: FI2002

Prerequisite: FI2024 and FI2000

Description: Financial analysis of nonappropriated fund (NAF) operations using income statements, balance sheets, and governing regulations. Calculations involved include comparative percentages and ratios related to inventory turnover, net income, sales, cost-of-goods sold, and expenses.

Course Title: Army Fiscal Code

Sponsor: The Army Institute for Professional Development
U.S. Army Training Support Center,
Newport News, VA

Course Number: FI0752

Description: Course is designed to teach the individual principles and policies governing the Army Management Structure and the use of fiscal code in accumulating and classifying expenditures and collections.

Course Title: Basic NAF Accounting

Priority: Mandatory, Priority 2: Financial Management and
Budget Analyst

Sponsor: U.S. Army Soldier Support Institute Finance
School, Fort Benjamin Harrison, IN

Course Number: FI0710

Description: Covers the basic elements of the double entry system of accounting, basic items, procedures, definitions, and principles used in the nonappropriated fund accounting area.

Course Title: Budgeting for Morale, Welfare, and Recreation
Operations

Priority: Mandatory, Priority 2: Financial Management and
Budget Analyst

Sponsor: U.S. Army Soldier Support Institute Finance
School, Fort Benjamin Harrison, IN

Course Number: FI2004

Description: Describes the various budgets prepared by the installation morale, welfare, and recreation fund and documents required for their support.

Course Title: Controlling Central Accounting Division Operations

Priority: Mandatory, Priority 2: Financial Management and
Budget Analyst

Sponsor: U.S. Army Soldier Support Institute Finance
School, Fort Benjamin Harrison, IN

Course Number: FI2024

Description: Interrelationships of the basics of nonappropriated fund (NAF) programs with financial management. Topics discussed include categories of NAF activities, integrated management concept, principal budgets, central accounting division structure and functions, and duties of the Central Accounting Officer.

Course Title: Effective Army Writing

Sponsor: U.S. Army Soldier Support Institute, Fort
Benjamin Harrison, IN

Course Number: AG0028

Description: A study of the principles and procedures of effective writing and their application to military communications and the staff study.

Course Title: General Fund Accounting

Sponsor: The Army Institute for Professional Development
U.S. Army Training Support Center,
Newport News, VA

Course Number: FI0740

Prerequisite: FI0752

Description: The course is designed to teach the individual the fundamentals of General Fund Accounting. It is one of a series that deals with topics in governmental accounting. Instruction includes financial management organization and policies, general accounting principles and rules, as well as General Fund Accounting concepts needed by Department of the Army accounting personnel at the installation level.

Course Title: Internal Control System

Sponsor: US Army Soldier Support Institute, Fort Benjamin
Harrison, IN

Course Number: FI2034

Description: Course is designed to acquaint the individual with the internal control process. It includes a discussion of the potential for fraud, waste, and abuse in government operations and the use of corrective actions and review in combating fraud, waste, and abuse. Also included is a discussion of how internal control procedures are related to commercial activities and what methods/procedures you would take to complete an ICR checklist for a commercial activities decision.

Course Title: Introduction to Nonappropriated Funds and Central
Accounting Office Operations

Priority: Mandatory, Priority 2: Financial Management and
Budget Analyst

Sponsor: U.S. Army Soldier Support Institute Finance
School, Fort Benjamin Harrison, IN

Course Number: FI0708

Description: This course is designed to acquaint the individual with sources of funding support for Nonappropriated Fund Instrumentalities (NAFIs), categories of NAFIs, duties of key personnel involved in the administration of NAFIs, and Central Accounting Division (CAD) operations.

Course Title: Planning, Programming, Budgeting, and Execution
System

Priority: Recommended, Priority 3: Financial Management and
Budget Analysts

Sponsor: U.S. Army Soldier Support Institute Finance
School, Fort Benjamin Harrison, IN

Course Number: FI2028

Description: Examines phases of the Army's PPBES from the standpoint of purpose, personnel involved, stages within phases, and the different documents that flow from each phase. Also discusses the program budget cycles.

Course Title: Preparation for Writing

Sponsor: U.S. Army Soldier Support Institute, Fort Benjamin
Harrison, IN

Course Number: AG0120

Description: An explanation of the need for improving Army writing; definition of effective writing; techniques to help the writer organize his thoughts and define his problem, his purpose, and his reader; the steps involved in making an outline; organizing topics and subtopics into logical order; the basic patterns of writing organization; the steps involved in problem solving; and a practical exercise involving the solving of a typical Army administrative problem.

Course Title: Preparing NAF Financial Statements

Priority: Mandatory, Priority 2: Financial Management and
Budget Analyst

Sponsor: U.S. Army Soldier Support Institute Finance
School, Fort Benjamin Harrison, IN

Course Number: FI2000

Description: Identifies format and the items used in an income statement and balance sheet, what accounts you can list under different parts of both, and how to prepare both documents.

Course Title: Preparing Written and Oral Financial Statement Analysis

Sponsor: U.S. Army Soldier Support Institute Finance School, Fort Benjamin Harrison, IN

Course Number: FI2003

Description: Teaches how to prepare a written narrative and oral briefing discussing the financial trends implied by the statements.

Course Title: Understanding How the Army Runs

Sponsor: U.S. Army Soldier Support Institute, Fort Benjamin Harrison, IN

Course Number: AG 1020

Description: This course is designed to acquaint the individual with key concepts, systems, policies, and procedures used in building and sustaining a viable modern force.